

Sustainable Development in Central America and the Dominican Republic

Company: Hotel Villa Colonial
Country: Guatemala
Project: TMF Program: Poverty reduction and environmental improvement. An Integral Sustainable Development strategy.
Year: 2006

THE COMPANY

This hotel is located in Antigua, Guatemala – Humankind Patrimony Cultural, and is part of a Guatemalan hotel chain called *Villas de Guatemala*. It has 50 bedrooms and 4 meeting halls with availability for 200 persons.

The philosophy and vision of the proprietor has been, since the beginning, to offer excellence in the service and honor his social and environmental responsibilities. In this sense, the organization seeks to improve in these aspects through this project and translate the learnt lessons to the rest of the hotels in the chain.



SERVICES AND MARKETS

Besides hospitality services and special events organization, the hotel offers restaurant, swimming pool, laundry, transfers, Internet, medical attention, money exchange and parking. Currently, the hotel's clientele comes mostly from European countries.

The company intends to expand in the region, with the objective of offering Central America as a tourist destination.

PROJECT DESCRIPTION

The methodology to implement the company's Sustainability Strategy started with the conceptualizing of the sustainable development system –at which stage an internal and external organizational analysis took place to determine its sustainability profile, as well as its options for improvement in the environmental (cleaner production), economic (productive efficiency and financial management) and social (internal and external projection besides health and occupational safety dimensions).



Then, the company's strategic guidelines within the sustainable development frame were redefined. Based on the strategic work frame, the action plans were defined in each dimension; and the monitoring mechanisms and indicators were established to guarantee the fulfillment of the established strategic objectives.

Later on, training and technical assistance were provided to support the company in implementing the action plans. This way, it was intended to fulfill the transfer of knowledge to the organization; also, the follow up oriented towards the achievement of the expected results was developed.

PRINCIPALES RESULTADOS OBTENIDOS

Strategies, policies and plans

New guidelines were defined within the company's strategic frame plan:

Company's Mission

We are part of a leading tourist group in Guatemala that strives for our clientele's satisfaction with the conviction of offering in a colonial ambiance a service that is personalized, courteous and humane. All enclosed by the region's cultural frame and in harmony with the environment.

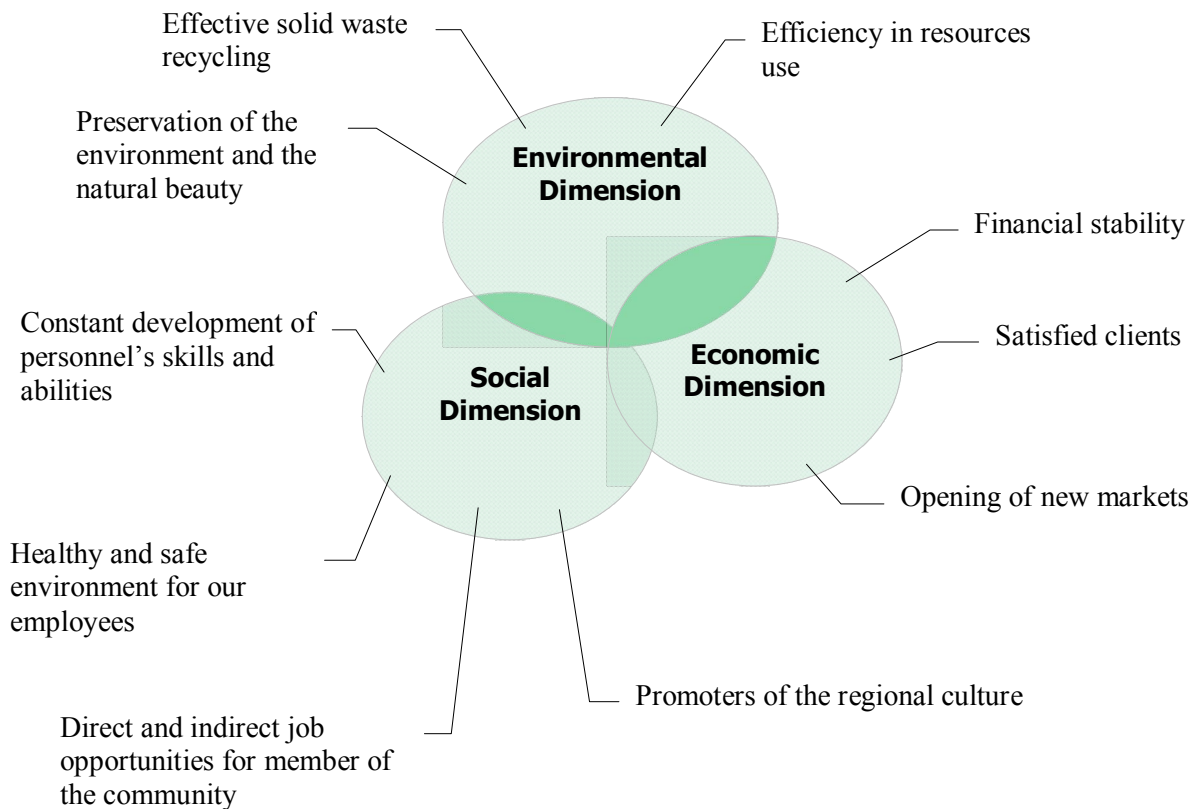
Company's Vision



We want to be an avant-garde enterprise where there is a commitment to please our clients through the constant updating of services, and keeping the values that identifies us in the tourist market.

COMPANY VALUES

- Responsibility
- Honesty
- Respect
- Loyalty
- Commitment to work and performance
- Optimism

COMPANY'S SUSTAINABILITY POLICY



Initial Diagnosis	Achieved Improvements
ECONOMIC DIMENSION	
Financial Management	
<ul style="list-style-type: none"> Need to know the enterprise's intrinsic value. 	<ul style="list-style-type: none"> Through the projection of the financial statements and the cash flow in the medium term, the company's current value was determined, by means of two different methods. With this objective, a model was designed which will allow the estimate to be reproduced in the future
Productive Efficiency	
<ul style="list-style-type: none"> Need for training in the Good Manufacturing Practices in the restaurant and kitchen personnel. Insufficient lighting in the kitchen area. Grease excess in the food due to a ventilation deficiency. There are no signs that indicate when and how to wash hands, on kitchen cleaning and disinfection, and on adequate equipment and implements use. 	<ul style="list-style-type: none"> A training that included topics related to innocuousness, hygiene, food preparation and pest control was provided – all adequate to the company's activities. New lamps were purchased and installed in the kitchen area allowing adequate food preparation without risking its hygiene. A quote on the cost of an extractor was made to place it over the store; this measure will be implemented in the medium term. Signs were placed with the necessary information to ensure the innocuousness of the prepared food in the kitchen.
<ul style="list-style-type: none"> Deficiencies in the cleaning and order of cold rooms and kitchen. Absence of a hand-washing sink in the kitchen. 	<div style="display: flex; justify-content: space-around; align-items: center;">   </div> <ul style="list-style-type: none"> Important improvements took place – showing a much higher level of cleanness than at the beginning. There were also changes in the kitchen's order and the storage of the prepared and unprepared foods. It was suggested to install a pedal or automatic sink, soap, and an air dryer or paper towels. The first measure taken was to get a quote on the sink.

- Inadequate storage of the clearing products in the kitchen.



- Some foods are inadequately stored.



- Pest control practices are inadequate.
- There are no entrance restrictions to the kitchen and there is no requirement for employees to wear full uniform.





- A pantry was built outside the chef's office – which is lacked- which avoids food cross-contamination.



- In regards to food storage, the Good Manufacturing Practices specifications were achieved by:
 - a. Some foods are stored at ground level, like flours and grains, yet they are kept about the floor to prevent their contamination.
 - b. Other foods, like spices and liquids, are kept on shelves that were specially built for that purpose which results in a much neater kitchen.



- Sieves and screen were installed to prevent the entrance of organisms from the outside. Also a pest control company was hired to work according to Good Manufacturing Practices.
- The adequate use of the uniform among kitchen employees was demanded. Access to the kitchen by non-kitchen employees was restricted; and additionally, it was suggested to place signs on the outside indicating it. It is also necessary to specify that hair-net wear as well as hand washing is required to enter the kitchen.

ENVIRONMENTAL DIMENSION	
Solid waste management	
<ul style="list-style-type: none"> Waste products are neither collected, nor recycled. 	<ul style="list-style-type: none"> Garbage is separated by types and each one is delivered to a company or persons who recycle or find some use of them.
Raw materials and inputs management	
<ul style="list-style-type: none"> Inefficient detergent use in the laundry area. 	<ul style="list-style-type: none"> A change was done to use another –more efficient – detergent which requires smaller quantities; this results in an important saving.
Energy Efficiency and Electric Consumption	
<ul style="list-style-type: none"> Important potential to reduce the electricity consumption and the maximum demand.  	<ul style="list-style-type: none"> A potential 11.44% electric saving was determined if the following alternatives are implemented: <ol style="list-style-type: none"> Install efficient shower heads. Apply a policy of washing towel only if the client requests it. Improve isolation in the cold rooms. Make pool heating more efficient. 
<ul style="list-style-type: none"> Lack of control of the energy consumption and demand. 	<ul style="list-style-type: none"> Forms were facilitated to control and analyze both electric consumption and demand.

SOCIAL DIMENSION

Health and Occupational Safety

- Insufficient lighting in some work areas.
- Some electrical installations represent hazards to occupational safety.



- Recommendations were made to install Light sources that supply employees with work spaces with the minimal lighting conditions.
- Most of the electrical installations were revised and work was done to improve most of them to reduce the potential danger.

Internal and External Social Projection

- Options to improve the recruiting, selecting, inducing and training procedure.
- Options to improve performance assessment.
- Organizational climate is not assessed.



- Recruiting, selecting, and inducing procedures were developed; the positions' handbook was devised.
- The performance assessment procedure was designed, and concatenated with a series of trainings provided on the subject of performance management.
- A tool to be able to determine the state of the company's organizational climate was designed and applied to all employees; then the results were analyzed.





Phrase by the Entrepreneur

“I believe training plays an important role in the person and the enterprise, as it results in new changes and values while updating procedures and results. So by developing improvement opportunities with CEGESTI, healthy economic projections were created as well as environmental sanitation in general and the reorganization of positions’ responsibilities in the short and medium term.”

**Manuel Aguilar
Resident Manager**



Ministerie van
Buitenlandse Zaken

